

Department of Health and Human Services Headline Measure Review

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CountyStat Principles

- **Require Data-Driven Performance**
- **Promote Strategic Governance**
- **Increase Government Transparency**
- **Foster a Culture of Accountability**



Agenda

- **Welcome and introductions**
- **Performance update**
- **Wrap-up and follow-up items**



Meeting Goals

- **Determine the impact of DHHS work on headline measures and establish new performance expectations and goals**



Headline Measures (1 of 2)

A Responsive and Accountable County Government

- Percent of client cases needing assistance with multiple services for which effective teamwork is documented
- Percentage of current DHHS “health and human services” contracts derived from Requests for Proposals (RFPs) that contain performance measures related to beneficial impact and customer satisfaction
- Contract monitoring: Active monitors’ training completion rates (*sub-measure*)
- Contract monitoring: Average response scores from trainees’ predictions of whether their work quality will improve as a result of training received (*sub-measure*)
- Weighted percent of DHHS customers satisfied with the services they received from DHHS staff

Healthy and Sustainable Communities

- Weighted composite scores and percentage of DHHS client cases that demonstrate beneficial impact from received services
- Percent of vulnerable populations that have a primary care or prenatal care visit
- Percent of Montgomery County medical assistance applications approved for enrollment
- Percent of clients with active infectious tuberculosis who received and were scheduled to complete Directly Observed Therapy and successfully completed the treatment regimen
- New cases of Chlamydia per 100,000 population in Montgomery County
- Percent of individuals served by the continuum of behavioral health services that demonstrate a higher degree of social connectedness and emotional wellness



Headline Measures (2 of 2)

Safe Streets and Secure Neighborhoods

- Percentage of offenders under age 18 who are diverted to substance abuse education and treatment or mental health treatment programs that do not re-enter the juvenile justice or adult correction system within 12 months of being assessed compliant with requirements

Children Prepared to Live and Learn

- Percentage of Head Start, licensed child care centers and family-based child care students who demonstrate “full readiness” upon entering kindergarten

Vital Living For All of Our Residents

- Job retention rate and earnings gain rate for current and former TCA recipients who receive job placement
- Percentage of seniors and adults with disabilities who avoid institutional placement while receiving case management and other services

Affordable Housing in an Inclusive Community

- Percentage of households remaining housed at least 12 months after placement in permanent supportive housing
- Percentage of households that received emergency financial assistance that sought additional assistance for housing stabilization within 12 months



Departmental Reflections on Annual Performance

What is the Department's perception of their overall performance?

- **Heroic and outstanding performance by staff**

- Numbers of residents in need of DHHS services has grown - as much as 72% in food stamps and around 40% across the HHS enterprise.
- Customers presenting with more complex needs for a range of services.
- Fewer government and community resources available to customers.
- Strained system capacity to respond to volume and depth of need.
- Weakened infrastructure.

- **Collaborative partnerships to serve the Safety Net**

- Neighborhood Opportunity Network with three sites
- Health Care Safety Net to serve the uninsured
- Kennedy Cluster and Linkages to Learning focusing on low income
- Positive Youth Development to reduce gang activity
- Senior Subcabinet to better support the needs of growing senior population
- Hoarding Task Force - an interdepartmental and public-private initiative
- Dances for Profit – a response to increase safety and positive recreation.
- H1N1 vaccinations – a response to a public health emergency
- Storm (winter and summer) response – led sheltering efforts



Departmental Reflections on Annual Performance

What is the Department's perception of their overall performance?

- **Strengthened Non-Profit Partnerships and Accountability both internally and externally**
 - Contract Monitoring strategic plan including training for non-profit staff
 - Quality Service Reviews conducted quarterly are used for performance improvement
- **Service Integration and Information System Interoperability**
 - Case Practice Model foundation completed, implementation underway
 - Technology assessments and substantial work to obtain external funding for interoperability
 - Work to define equity and social justice and address institutional racism to address disparities in (and disproportionality among) residents needing and/or seeking certain services.
 - Healthy Montgomery Community Health Improvement Process fully underway to identify indicators of population based health and their data sources (significant partnership effort with our hospitals)
 - Social Return on Investment efforts help us baseline client outcome data elements for future calculation including a way to monetize social service activities.



Departmental Reflections on Annual Performance

What factors influenced Departmental performance?

- In the face of increasing volume of customers seeking services and growing complexity of needs, resources decreased
- External factors
 - Increased need and a customer base with more complex presenting issues.
 - A more fragile non profit sector.
 - Creative partnerships with philanthropy
 - Reduced support from State but stronger partnerships.
 - Increased visibility of the County at the Federal and national levels.
 - Clear understanding of technology solutions and opportunities with practice improvements.
- Internal factors
 - Improvement in and challenges related to contract monitoring
 - Grant writing – high volume, receipt of ARRA funding which is beginning to go away. DHHS is aggressively working multiple funding sources in search of funding to support the internal resource and capacity issue.
 - Complex business process – worker overload has led to management issues and increased labor activity
 - Hiring Freeze – challenges for service delivery
 - Procurement Freeze – leaving appropriated resources unspent, slowing down the process



Departmental Reflections on Annual Performance

How does the Department expect to improve overall performance?

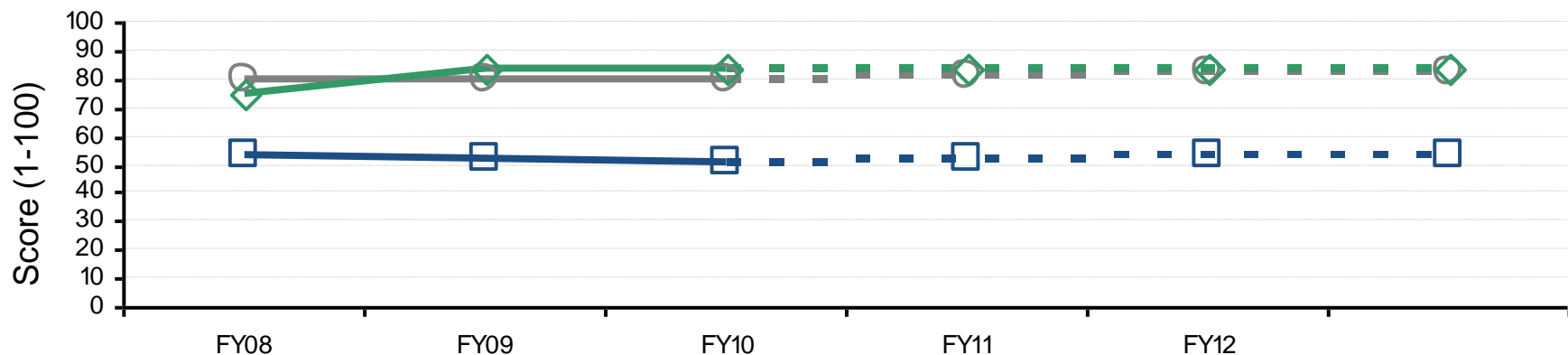
- The infrastructure is stripped to bare survival mode and further cuts are not possible.
- Work effort in the face of dramatically increased demand for services and case loads has maxed out the capacity of the workforce and there is considerable fatigue and fraying morale.
- For now, holding our own is the best we can do; another round of cuts in FY12 will likely diminish our ability to hold together the frayed ends of our safety net.
- The integrated and interoperable case practice model and the application of technology solutions will be the gateway to a new business model and potentially creating a social return on our investments producing savings for possible return to general treasury and to reinvest in programming – this requires greater conversation.
- Despite the hardships, improved performance in customer service will remain a focus.



Headline Measure: Direct DHHS Services

Part 1 – Quantitative Component

Quantitative Component: Weighted composite scores of DHHS client cases that demonstrate beneficial impact from received services (1-100 scale)



Domain		FY08	FY09	FY10	FY11	FY12	FY13
Improved health & wellness	□	53.4	51.3	51.2	52	53	53
Greater independence	○	80.0	80.1	79.7	81	82	82
Risk mitigation	◇	74.3	83.2*	83.0*	84	84	84

**Data for at least one additional program added to mix since previous year to better reflect the scope of the Department's impact.*

Since our last meeting, all FY08-09 figures except one have changed since last report of them due to minor calculation errors discovered and corrected.

FY10 Estimate
61
81
85 (FY10 result = 86 using FY09 program mix)



Note: Drilldown into included programs is in the appendix of this presentation.

Headline Measure: Direct DHHS Services

Part 2 – Qualitative Component

Qualitative Component: Percentage of DHHS client cases that demonstrate beneficial impact from received services, with number of cases reviewed by Service Area

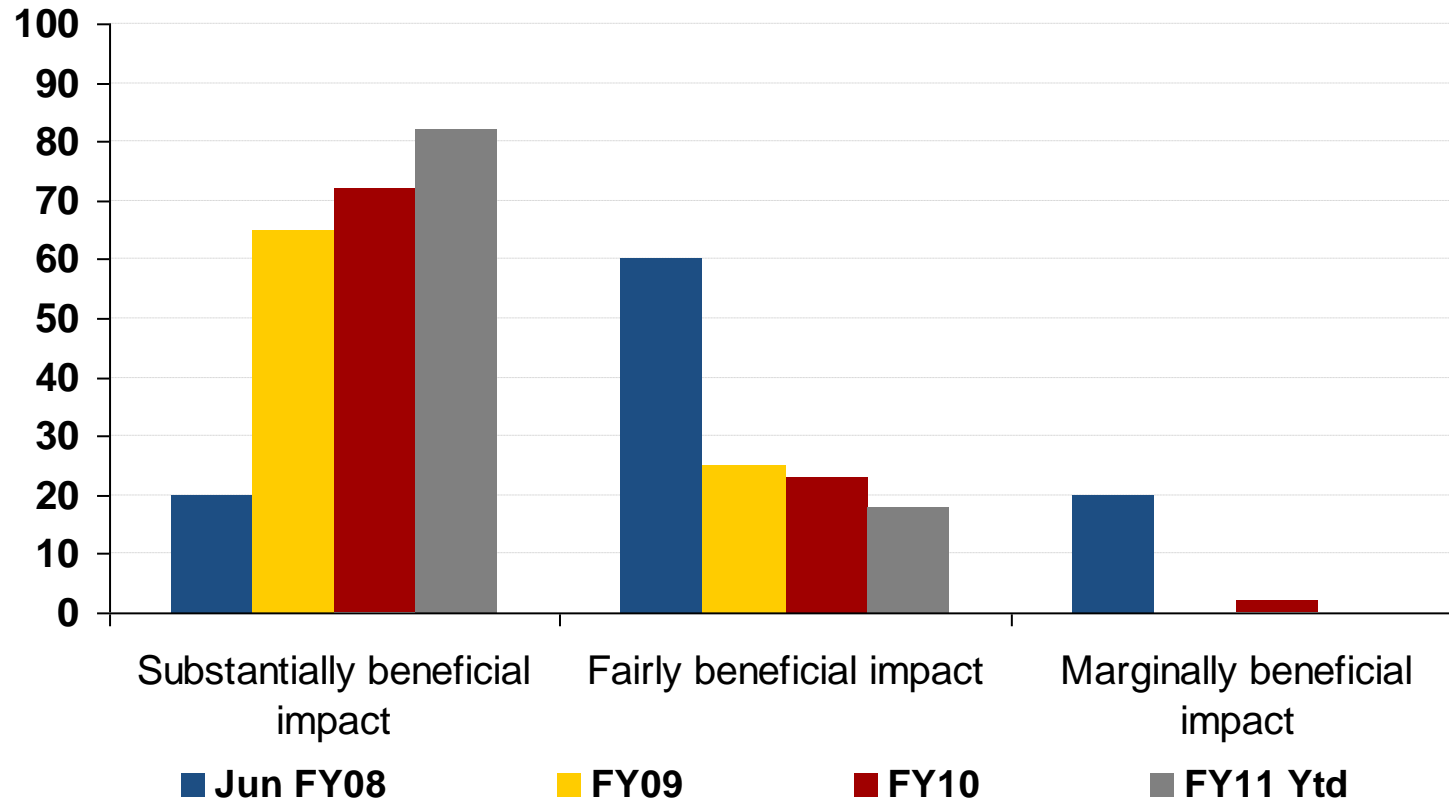
Service Area	June FY08	FY09	FY10	FY11 (to date)
Aging and Disabilities Services	2 cases	16 cases	8 cases	2 cases
Behavioral Health and Crisis Services	2 cases	14 cases	11 cases	1 case
Children, Youth and Family Services	4 cases	4 cases	9 cases	4 cases
Public Health Services	1 case	4 cases	8 cases	2 cases
Special Needs Housing	1 case	6 cases	7 cases	2 cases
Total	80%	89%	98%	100%

Cases considered as showing “beneficial impact” are those that received a rating of 4-6 (on a 6 point scale), based on the consensus judgment of two reviewers after evaluating client status and system performance across 16 defined indicators (17 in FY11).



Headline Measure: Direct DHHS Services Part 2

QSR Cases Rated as Acceptable

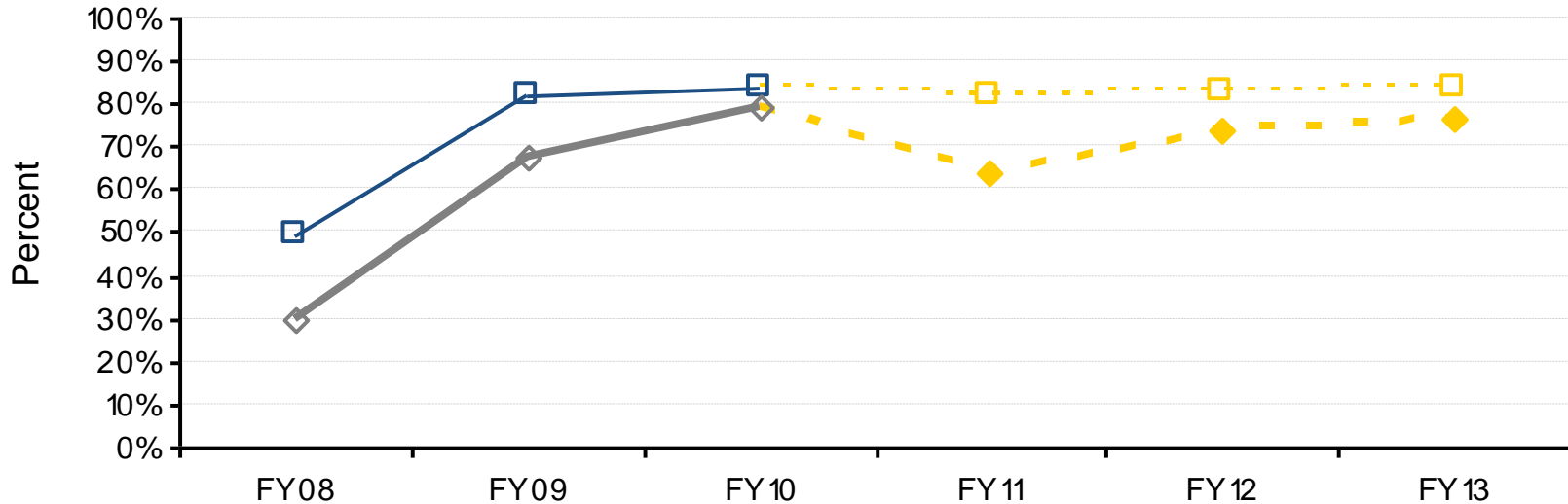




Degrees of beneficial impact are determined by a rating of 6, 5, or 4 on a 6 point scale, based on the consensus judgment of two reviewers after evaluating client status and system performance across 16 defined indicators (17 in FY11).



Headline Measure: Team-based Case Management (1 of 2)

Percentage of client cases with multiple services for which effective teamwork is documented



	FY08 Cases Reviewed: 10	FY09 Cases Reviewed: 44	FY10 Cases Reviewed: 43	FY11 Estimate (11 cases to date)	FY12 Projection	FY13 Projection
Team Functioning 	30%	68%	79%	64%	74%	77%
Team Formation 	50%	82%	84%	82%	83%	84%

Effective teamwork is determined by a rating of 6, 5, or 4 on a 6 point scale, based on the consensus judgment of two reviewers after reviewing case record and conducting client and key informant interviews.



Headline Measure: Team-based Case Management

Performance Context: Operational Data (2 of 2)

Client Record System (CRS) Data of Active Cases, by Number of Services

Number of Services	Number of Clients
	FY10
1	45,530
2	12,653
3	6,283
4	3,152
5	1,372
6	564
7	235
8	81
9 or more	51
Total	69,921

- Data in this table represent only those clients entered into the DHHS Client Record System (the largest of several DHHS databases). It does not necessarily include client data entered in mandatory state or federal systems.
- The actual total number of individuals receiving services (single or multiple) is unknown due to the lack of interoperable databases.

DHHS serves over 70,000 clients on an unduplicated basis. Over one-third of those clients in CRS receive more than one service from the department.



Headline Measure: HHS Customer Satisfaction *New*

(1 of 2)

Headline measure: Weighted percent of DHHS customers satisfied with the services they received from DHHS staff

Submeasure: Weighted percent of DHHS customers satisfied with the language assistance (including sign language) they received when contacting DHHS

Measures	FY10	FY11	FY12	FY13
Headline Measure – Customer Satisfaction	93.7%	94%	94%	94%
Submeasure – Language Assistance	N/A	97%	97%	97%

*Submeasure result is not statistically valid for this baseline year due to low number of survey respondents.

Projections are based on results achieved with use of previous measure of language assistance.

In FY10, staff encountered LEP clients 49,000 times and used over 10,000 telephonic interpretations, nearly 300 per diem interpretations, over 5,700 vendor-provided medical interpretations, and 50 translations.



Note: Drilldown into surveyed programs is in the appendix of this presentation.

Headline Measure: HHS Customer Satisfaction *New*

(2 of 2)

Results by Question Headline Measure – Customer Satisfaction

FY10 Results by Question	% Agree or Strongly Agree
My needs were addressed.	87.4%
I was served in a timely manner.	93.0%
I was treated politely.	97.2%
I was treated with respect.	96.1%
Overall, I was satisfied with the service I received.	93.7%

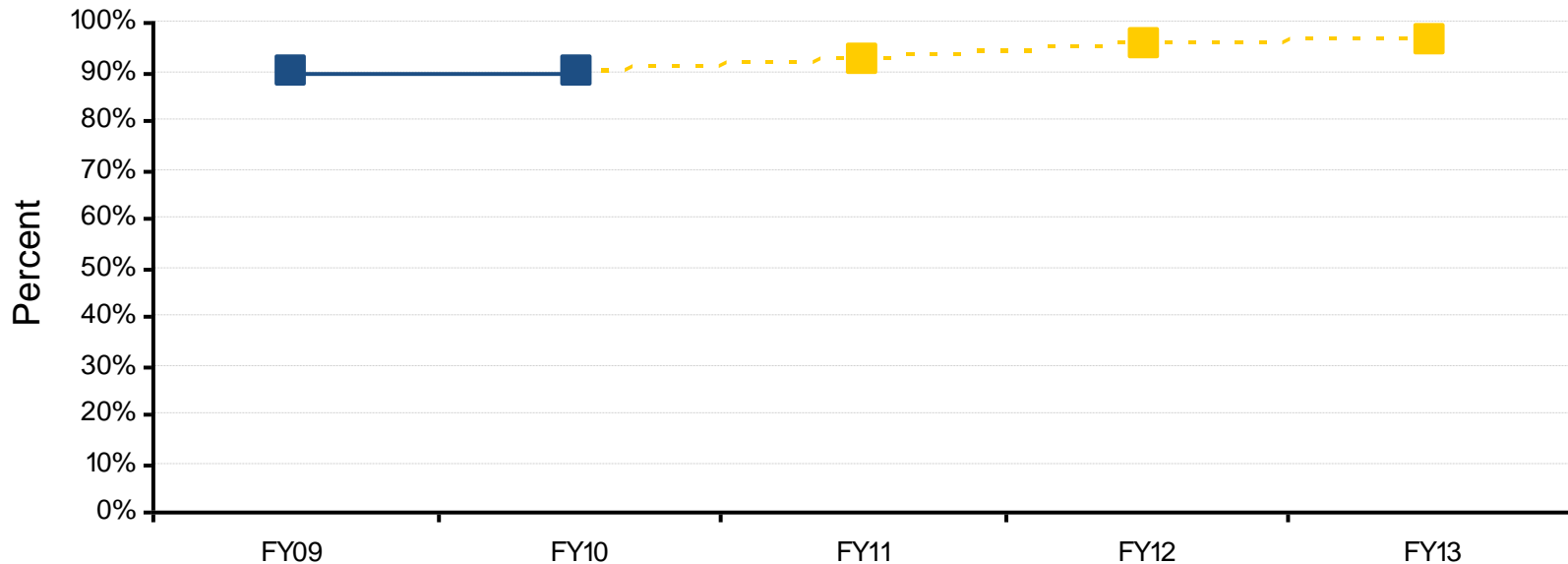


Note: Drilldown into surveyed programs is in the appendix of this presentation.

Headline Measure: Contracted Services (1 of 2)

Performance Measurement *Revised*

Percentage of current DHHS “health and human services” contracts derived from Requests for Proposals (RFPs) that contain performance measures related to beneficial impact and customer satisfaction



FY09	FY10*	FY11	FY12	FY13
90%	90%	92%	95%	96%

*FY10 result is
98/109



Headline Measure: Contracted Services (1 of 2)

Performance Measurement *Revised*

Percentage of current DHHS “health and human services” contracts derived from Requests for Proposals (RFPs) that contain performance measures related to beneficial impact and customer satisfaction

Due to DHHS’s projected 100% success in FY10 and all future years of measuring the inclusion of performance measures related to beneficial impact and customer satisfaction in *new* RFPs, the department has changed its measure of contracted services performance to a rate which is calculated as follows:

Cumulative # of DHHS “health and human services” contracts from RFPs that contain performance measures related to beneficial impact and customer satisfaction

Total # of current DHHS “health and human services” contracts derived from RFPs

Each year, the rate should increase as the numerator grows, assuming that the total number of applicable contracts remains relatively constant.



Contract Monitoring (1 of 2)

Submeasures *New*

Active monitors' training completion rates (County-administered and DHHS-administered)

Average response scores from trainees' predictions of whether their work quality will improve as a result of training received (County-administered and DHHS-administered)

	FY10	FY11	FY12	FY13
Training Completion Rate	96% (81/84)	97%	97%	98%
Average Response Score to "My work quality will improve in efficiency, effectiveness, or accuracy by attending this class" **	3.91 (out of 5)	4.0	4.0	4.0

**Based on 279 evaluations provided by OHR. Survey used 5 point scale (Agree: 5; Disagree: 1). Statement used for headline measure: "My work quality will improve in efficiency, effectiveness, or accuracy by attending this class."

In another evaluation, 58 trainees were asked whether, because of the class, their work quality would remain the same or improve. 93.1% felt their work quality would improve.



Contract Monitoring (2 of 2)

Submeasures *New*

Active monitors' training completion rates (County-administered and DHHS-administered)

Average response scores from trainees' predictions of whether their work quality will improve as a result of training received (County-administered and DHHS-administered)

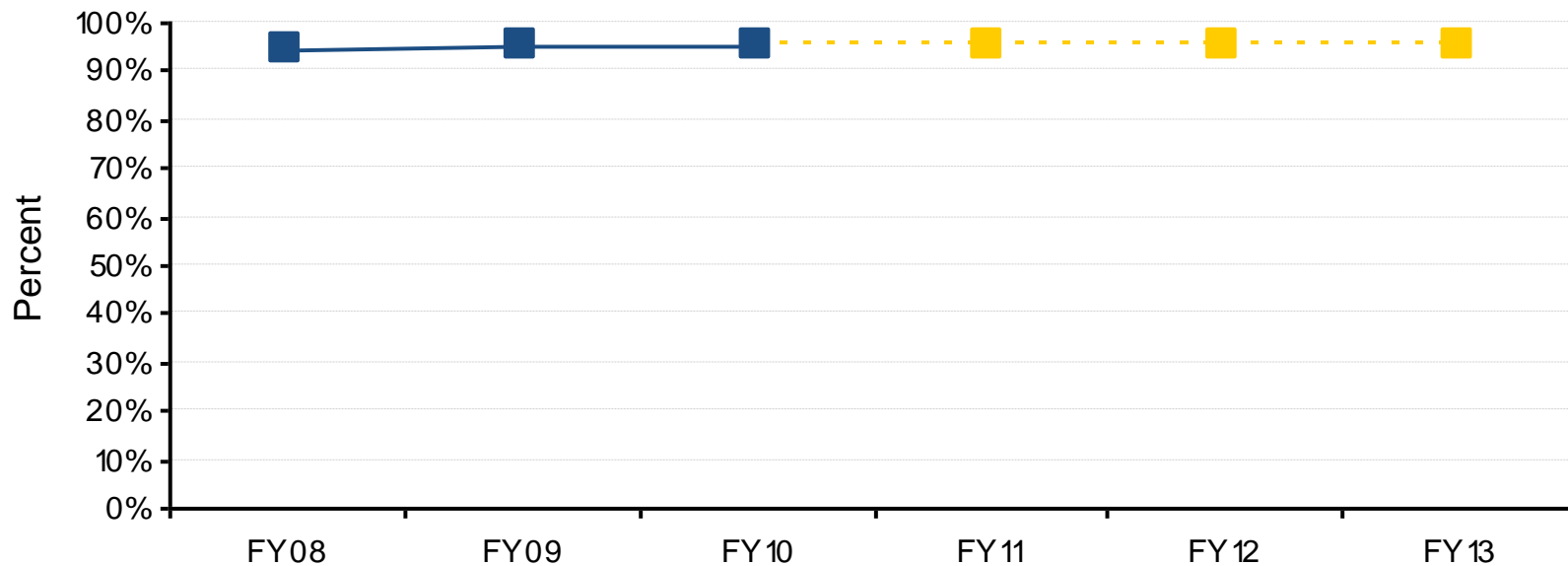
This measure tracks newly implemented fiscal contract monitoring training.

- Over 550 business, consulting and direct services contracts are administered by a Contract Management Team (CMT).
 - Over 300 of DHHS' contracts are cost reimbursement contracts.
- DHHS has strong program-based contract monitoring. As a result of several reports issued by the Office of the Inspector General (OIG) as well as a general climate relating to increased fiscal accountability and transparency, DHHS is implementing changes to its fiscal contract monitoring.
- To facilitate the enhanced fiscal monitoring, DHHS is developing training materials for monitors, managers, supervisors, and other fiscal and contract management DHHS staff. This training is mandatory for contract monitors.



Headline Measure: Maintaining Independence in the Community (1 of 2)

Percentage of seniors and adults with disabilities who avoid institutional placement while receiving case management and other support services



FY08	FY09	FY10	FY11	FY12	FY13
94.2%	95.3%	95.2%	95%	95%	95%



Headline Measure: Maintaining Independence in the Community (2 of 2)

Percentage of seniors and adults with disabilities who avoid institutional placement while receiving case management and other support services

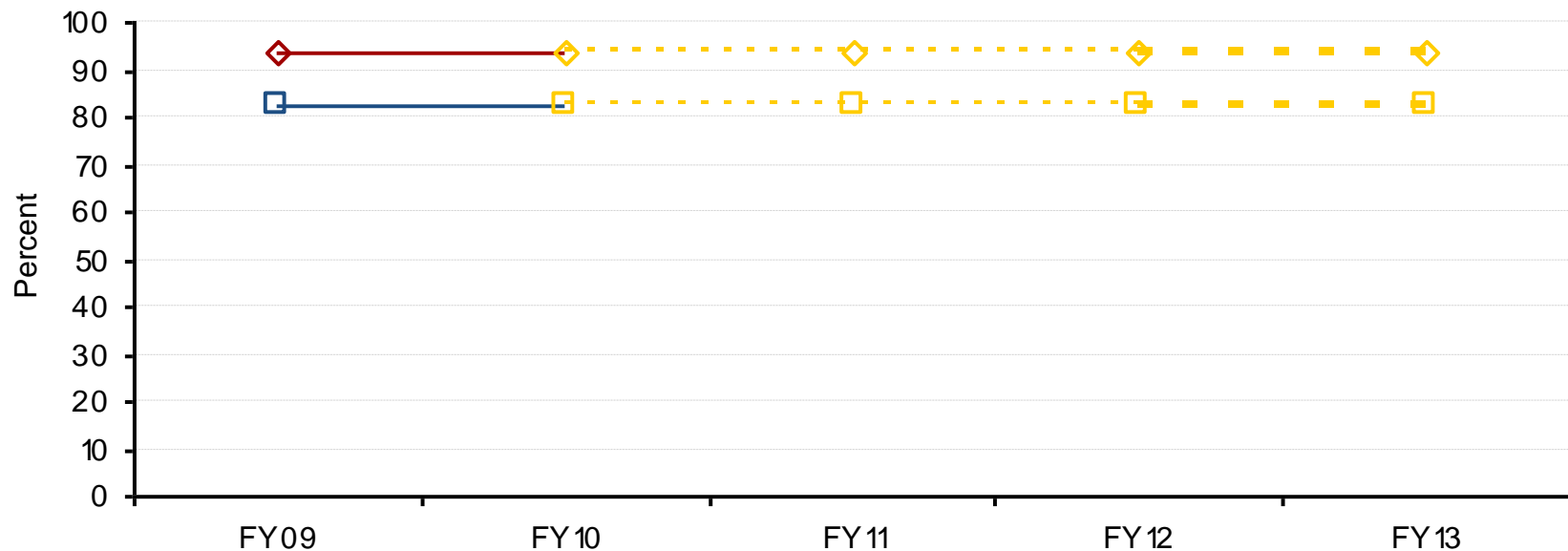
	FY08	FY09	FY10
Clients receiving services	1,257	1,025	1,086
Clients receiving services who avoid institutional placement	1,184	977	1,034

The number of seniors and adults with disabilities served between FY08 and FY09 declined (1,257 to 1,025) due to a State moratorium on Social Services to Adults (SSTA) assessments. The number of clients served in FY10 increased relative to FY09 (1,086 to 1,025) due to a relaxation of the SSTA moratorium combined with DHHS' participation in the State's Money Follows the Person initiative.



Headline Measure: Social Connectedness and Emotional Wellness (1 of 3)

Percentage of individuals served by the continuum of behavioral health services that demonstrate a higher degree of Social Connectedness and Emotional Wellness as demonstrated by positive outcomes in the domains of housing, quality of life, legal encounter, and employment/education



		FY09	FY10(est)*	FY11	FY12	FY13
Adults	■	82.8	82.3	82.3	82.3	82.3
Children	◆	94.0	93.5	93.5	93.5	93.5

* FY09 indicator for adults and children are computed using Outcome Measurement Survey (OMS) Data released by DHMH. OMS data has not yet been released for FY10 due to ASO (Administrative Service Organization) contract change during the fiscal year.



Headline Measure: Social Connectedness and Emotional Wellness (2 of 3)

Percentage of individuals served by the continuum of behavioral health services that demonstrate a higher degree of Social Connectedness and Emotional Wellness as demonstrated by positive outcomes in the domains of housing, quality of life, legal encounter, and employment/education

	FY09	FY10	Percent Change
Individuals served by BHCS operated programs and community partners	7,776*	9,013*	+16%
Individuals who demonstrate a higher degree of Social Connectedness and Emotional Wellness	82.8%	**	**

*The number of clients served in FY09 is based on DHMH (Dept. of Health and Mental Hygiene Administration) MARF0004 Total System Expenditures by Procedure Groups, Coverage Type, Age and Fiscal Year dated Aug. 30, 2009, and the FY10 number of served is reported based on PMHS Paid Claims data as of Sept. 30, 2010.

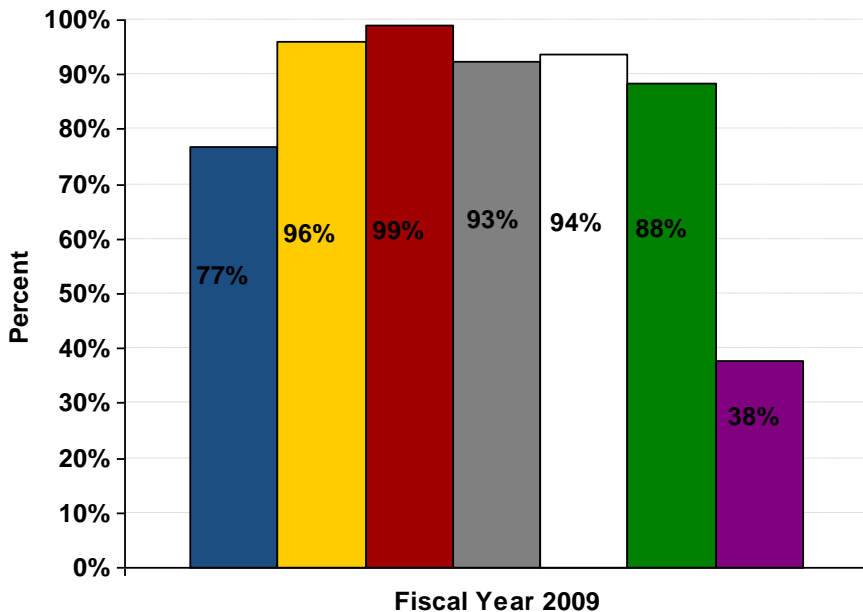
**FY10 Indicator for Social Connectedness and Emotional Wellness is pending upon release of State OMS data.



Headline Measure: Social Connectedness and Emotional Wellness (3 of 3)

ADULTS

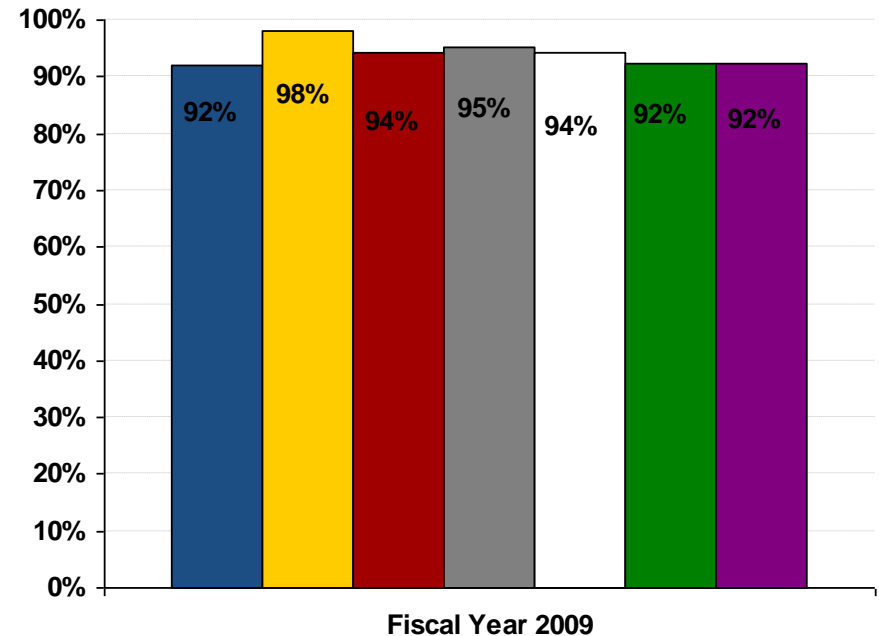
FY09 Sub-measures in the Construct of Social Connectedness and Emotional Wellness Composite Measure (Adult Population 18-64 yrs, Sample Size 2712)



- Gained/Retained Housing
- Curbing Alcohol Use
- Legal System Encounter
- Employment
- Housing Stability (Times Moved)
- Drug Free
- Arrest Free

CHILDREN

FY09 Sub-measures in the Construct of Social Connectedness and Emotional Wellness Composite Measure (Child Population 6-17 yrs, Sample Size 1984)

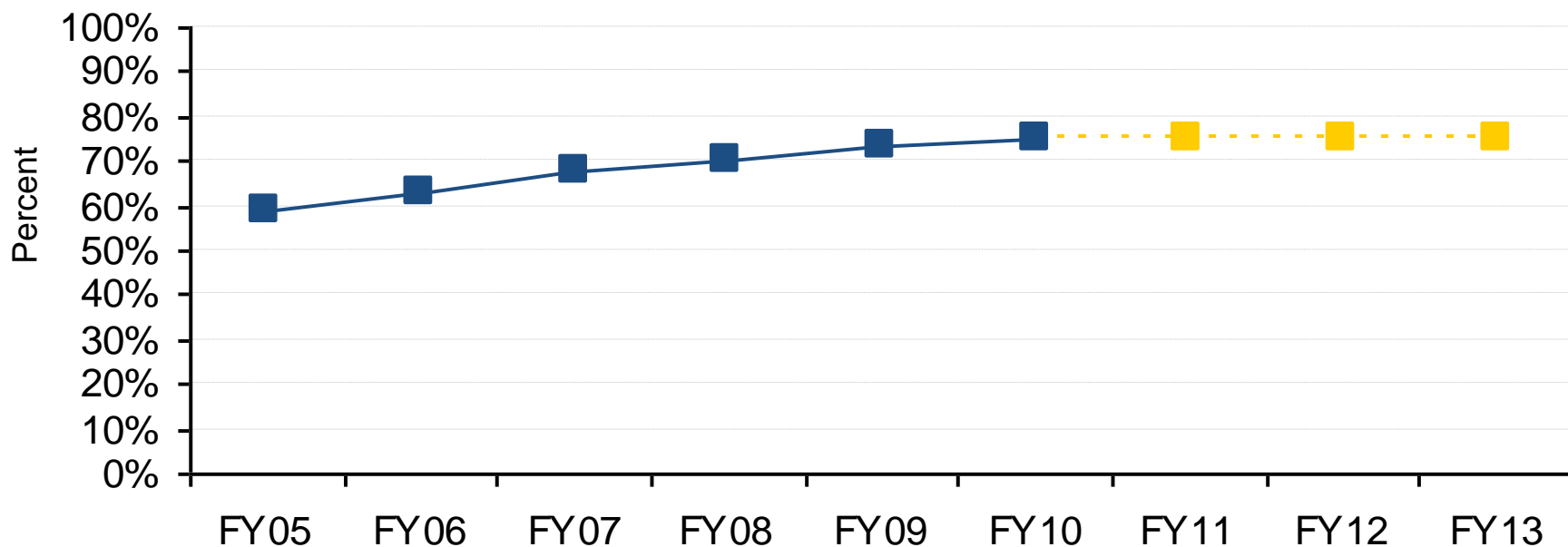


- Gained/retained Housing
- Alcohol Free
- Legal System Encounter
- Staying in School
- Housing Stability:Times moved
- Drug free
- Arrest Free



Headline Measure: Early Childhood Services and Programs (1 of 2)

Percentage of Head Start, licensed child care centers and family-based child care students who demonstrate “full readiness” upon entering kindergarten



FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13
59%	63%	68%	70%	73%	75%	75%	75%	75%

FY10 Est.
73%



Headline Measure: Early Childhood Services and Programs (2 of 2)

Percentage of Head Start, licensed child care centers and family-based child care students who demonstrate “full readiness” upon entering kindergarten

Percent of students demonstrating “full readiness” by child care setting

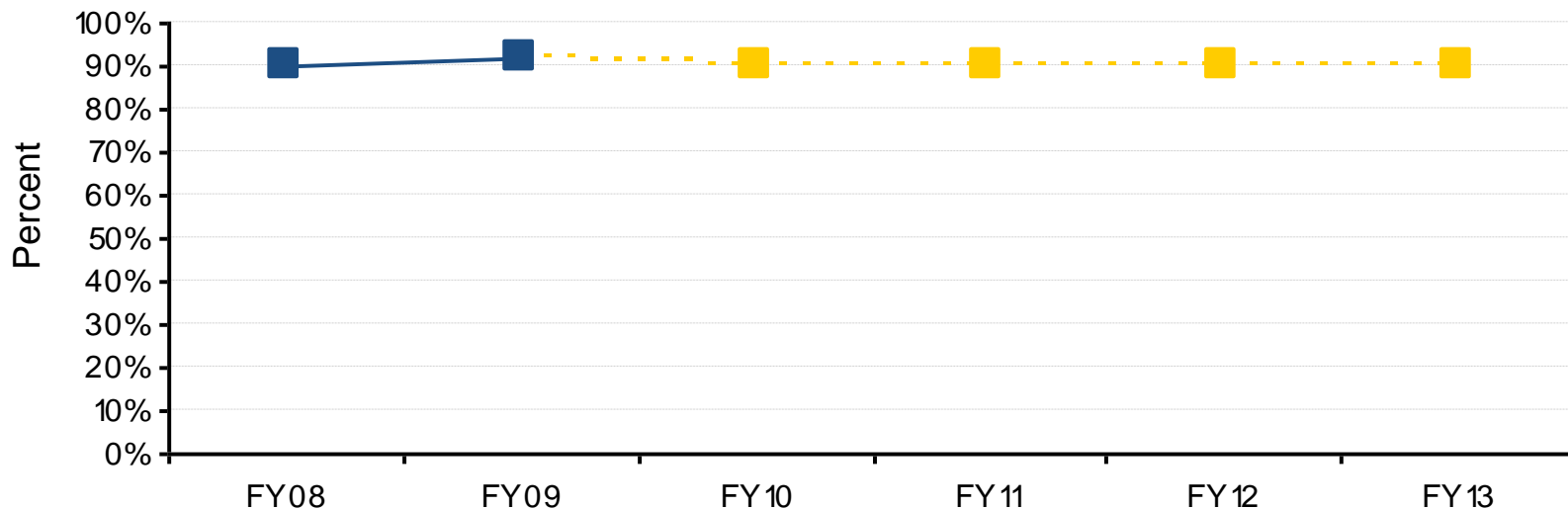
Child Care Setting	FY07	FY08	FY09	FY10
Head Start	59%	64%	68%	68%
Family Child Care	63%	66%	70%	70%
Child Care Center	69%	76%	76%	80%
Home/Informal Care	55%	60%	73%	64%
Pre-Kindergarten	68%	70%	75%	87%
Non-Public Nursery	85%	81%	83%	76%

Part of DHHS Headline Measure



Headline Measure: Juvenile Justice Assessments, Screenings and Referrals (1 of 2)

Percentage of offenders under age 18 who are diverted to substance abuse education and treatment or mental health treatment programs that do not re-enter the juvenile justice or adult correction system within 12 months of being assessed compliant with requirements



FY08	FY09	FY10(est.)	FY11	FY12	FY13
90%	92%	90%	90%	90%	90%



Headline Measure: Juvenile Justice Assessments, Screenings and Referrals (2 of 2)

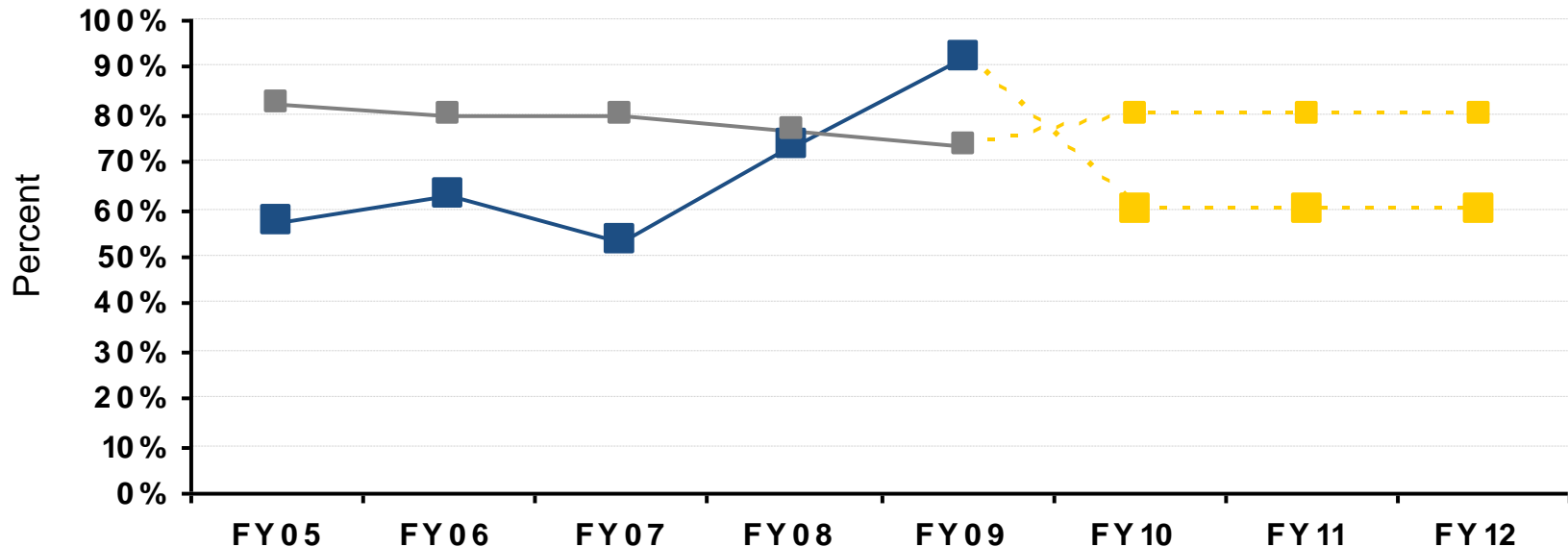
Percentage of offenders under age 18 who are diverted to substance abuse education and treatment or mental health treatment programs that do not re-enter the juvenile justice or adult correction system within 12 months of being assessed compliant with requirements

	FY08	FY09	FY10
Total offenders under 18	897	768	613(est)
Offenders under 18 that do not re-enter system	806	708	552(est)



Headline Measure: Employment Related Services (1 of 3)

Job Retention Rate and Earnings Gain Rate for current and former Temporary Cash Assistance (TCA) recipients who receive job placement



	FY05	FY06	FY07	FY08	FY09	FY10 (est.)	FY11	FY12
Earnings Gain	57%	63%	53%	73%	92%	60%	60%	60%
Job Retention	82%	80%	80%	77%	73%	80%	80%	80%

Note: This headline measure has a lag in data reporting.



Earnings Gain
Actual Performance

Job Retention
Actual performance

Projected
performance

Headline Measure: Employment Related Services (2 of 3)

Job Retention Rate and Earnings Gain Rate for current and former Temporary Cash Assistance (TCA) recipients who receive job placement, by State FY

	FY07	FY08	FY09	FY10
Goal	410	375	388	338
TCA recipients who receive job placement	370	411	462	475



Note: This headline measure has a lag in data reporting.

Headline Measure: Employment Related Services (3 of 3)

Benchmark Data – FY09

Maryland Counties	Earnings Gain Rate	Job Retention Rate
Allegany	59%	71%
Anne Arundel	65%	74%
Baltimore City	45%	72%
Baltimore County	47%	79%
Calvert	35%	72%
Caroline	54%	72%
Carroll	68%	72%
Cecil	55%	67%
Charles	60%	78%
Dorchester	63%	70%
Frederick	70%	77%
Garrett	99%	56%

Maryland Counties	Earnings Gain Rate	Job Retention Rate
Harford	86%	66%
Howard	38%	76%
Kent	47%	59%
Montgomery	92%	73%
Prince George's	35%	72%
Queen Anne's	60%	73%
Somerset	56%	74%
St. Mary's	50%	80%
Talbot	76%	83%
Washington	52%	76%
Wicomico	50%	72%
Worcester	78%	86%
Maryland	48%	73%

Job Retention Rate Goal (All Counties) = 70%
Earnings Gain Rate Goal (All Counties) = 40%



Headline Measure: Providing Health Care Access (1 of 5)

This headline measure has 2 parts: 1. enrolling residents in medical assistance
2. providing health care services to residents ineligible for medical assistance.

1. Enrolling residents in medical assistance: Percent of Montgomery County medical assistance applications approved for enrollment

	FY09	FY10	FY11*	FY12*	FY13*
Percent approved	84%	82%			

*The Department is not projecting results at this time due to the multitude of variables related to health care reform.

In FY10, 40,331 new applications were submitted for enrollment into Maryland's medical assistance programs (Community Care and Long-Term Care), with 32,339 applications (82%) approved. The annual average approval statewide was 77%.



Source: DHHS data; U.S. Census Bureau, American Community Survey

Headline Measure – Providing Health Care Access (2 of 5)

2. Providing health care services to residents ineligible for medical assistance: Percent of select uninsured vulnerable populations have an HHS primary care or prenatal care visit

		FY09	FY10	FY11	FY12	FY13
Children <i>Care for Kids</i>	Program participants	3,600 FY09 Enrollment	3,366 FY10 Enrollment			
	Uninsured children	10,371 2008 ACS	8,130 2009 ACS			
	%	34.7%	41.4%			
Adults <i>Montgomery Cares</i>	Program participants	21,077 FY09 Enrollment	26,268 FY10 Enrollment	27,000 (budgeted)	Unknown Budget dependent	Unknown Budget dependent
	Uninsured adults	98,872 2008 ACS	102,154 2009 ACS			
	%	21.3%	25.7%			
Pregnant Females <i>Maternity Partnerships</i> <i>Under Construction</i>	Program participants	2,375	1,999			
	Uninsured pregnant females	Unavailable	Unavailable			
	%	Under Construction	Under Construction			



Source: DHHS data; U.S. Census Bureau, American Community Survey

Providing Health Care Access (3 of 5)

Indicator – Uninsured Population, Montgomery County

The following data shows the estimated percent of County residents with 1. private health insurance 2. public health insurance and/or 3. no health insurance coverage. Montgomery Cares focuses on low income adults (ages 18+ with no health insurance coverage).

Montgomery County Census ACS Survey	Under 18 years		18 to 64 years		65 years or over	
	2008	2009	2008	2009	2008	2009
Total Population in Age Range	228,457	237,203	598,557	605,601	114,056	114,917
Health Insurance Coverage	2008	2009	2008	2009	2008	2009
With health insurance coverage	95%	97%	84%	84%	97%	98%
No health insurance coverage	5%	3%	16%	16%	3%	2%
With private health insurance coverage	80%	74%	82%	76%	77%	76%
Without private health insurance coverage	20%	26%	18%	18%	23%	24%
With public health coverage	17%	24%	4%	5%	88%	92%
Without public health coverage	83%	76%	96%	95%	12%	8%

Note: Respondents can select more than 1 insurance option, so the figures do not sum to 100%. The Census Bureau introduced a health insurance question in the 2008 ACS questionnaire. Source: U.S. Census Bureau, American Community Survey



Providing Health Care Access (4 of 5)

Indicator – Uninsured Population, Montgomery County

Montgomery Cares focuses on low income adults (ages 18+ with no health insurance coverage). The data below shows this data by poverty threshold categories.

	% of Poverty Threshold						
	Under 50%	50 to 99%	100 to 149%	150 to 199%	200 to 299%	300 to 399%	400% and over
18 to 64 years - Population	19,990	17,757	20,616	33,806	63,909	60,873	388,057
With health insurance coverage	41%	56%	51%	52%	67%	79%	95%
With employer-provided health insurance	13%	23%	27%	41%	50%	67%	85%
With direct-purchase health insurance	16%	12%	9%	7%	12%	10%	11%
With Medicare coverage	4%	7%	3%	2%	2%	0%	1%
With Medicaid coverage	14%	19%	14%	4%	5%	2%	1%
No health insurance coverage (A)	59%	44%	49%	48%	33%	21%	5%
65 years and over - Population	2,634	4,573	5,044	4,783	10,600	10,749	76,534
With health insurance coverage	100%	100%	96%	100%	96%	95%	98%
With employer-provided health insurance	25%	27%	14%	28%	37%	51%	72%
With direct-purchase health insurance	23%	26%	20%	35%	39%	35%	24%
With Medicare coverage	89%	100%	96%	99%	93%	90%	91%
With Medicaid coverage	53%	59%	50%	25%	12%	13%	9%
No health insurance coverage (B)	0%	0%	4%	0%	4%	5%	2%
18+ Population with “no health insurance coverage” (A+B)	11,736	7,757	10,425	16,204	21,763	13,419	20,791



Note: Respondents can select more than 1 insurance option, so the figures do not sum to 100%. The Census Bureau introduced a health insurance question in the 2008 ACS questionnaire. Source: U.S. Census Bureau, American Community Survey



Providing Health Care Access (5 of 5)

Indicator – Uninsured Population, Benchmark Communities

The following data shows comparison data on the uninsured population in Washington metro jurisdictions. Montgomery Cares focuses on low income adults (ages 18+ with no health insurance coverage).

Jurisdictions	% of Under 18 Population with no health insurance		% of 18-64 Population with no health insurance		% of Over 65 Population with no health insurance	
	08	09	08	09	08	09
Prince George's County	8%	6%	20%	20%	2%	1%
Prince William County	11%	9%	17%	17%	3%	2%
Montgomery County	5%	3%	16%	16%	3%	2%
Fairfax County	7%	6%	13%	13%	3%	3%
Baltimore County	5%	3%	12%	14%	1%	1%
Frederick County	4%	5%	12%	11%	1%	1%
Anne Arundel County	4%	5%	10%	12%	0%	0%
District of Columbia	4%	3%	10%	9%	3%	1%
Loudoun County	4%	4%	10%	8%	3%	4%
Arlington County	4%	10%	9%	12%	3%	2%
Howard County	2%	3%	8%	9%	4%	1%



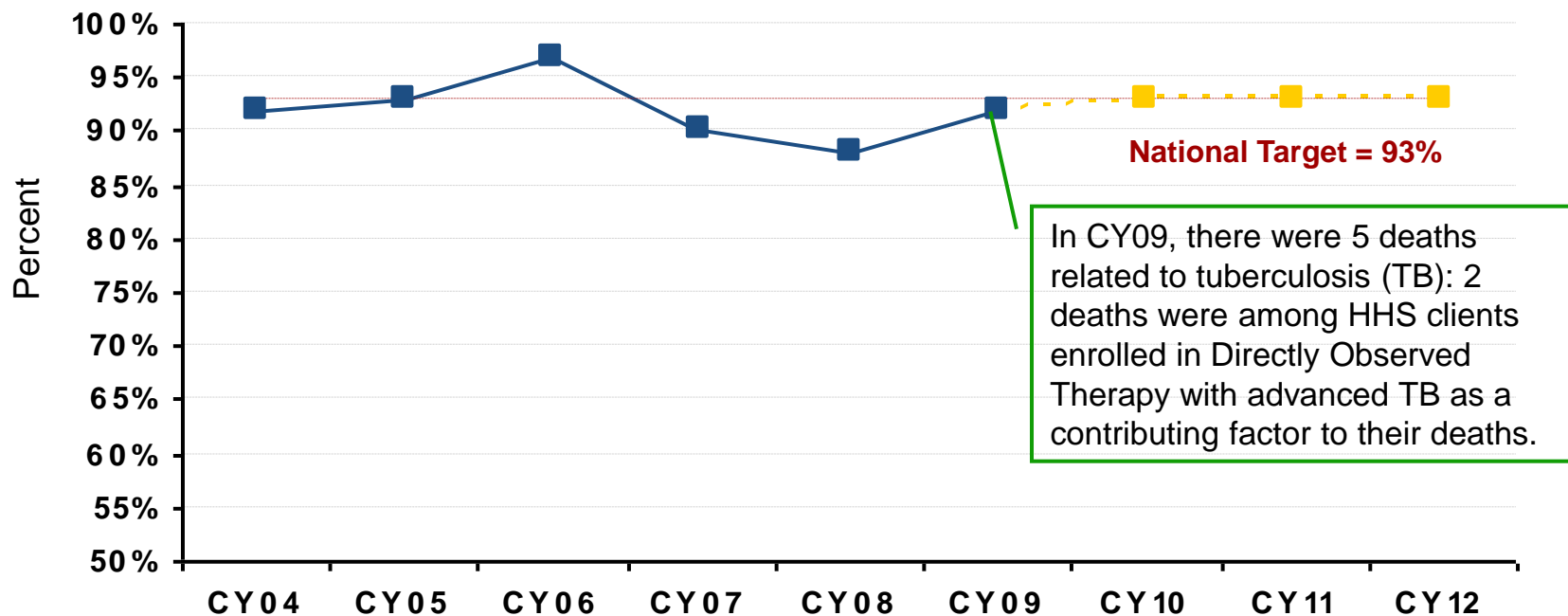
Note: This table is ordered by “% of 18-64...”; Red=statistically significant increase, Green=statistically significant decrease

The Census Bureau introduced a health insurance question in the 2008 ACS questionnaire.

Source: U.S. Census Bureau, 2008-2009 American Community Survey

Headline Measure: Communicable Diseases Control (1 of 2)

Percent of clients with active infectious tuberculosis that received and were scheduled to complete Directly Observed Therapy and that successfully completed the treatment regimen



CY04	CY05	CY06	CY07	CY08	CY09	CY10	CY11	CY12
92%	93%	97%	90%	88%	92%	93%	93%	93%



Headline Measure: Communicable Diseases Control (2 of 2)

Percent of clients with active infectious tuberculosis that received and were scheduled to complete Directly Observed Therapy and that successfully completed the treatment regimen

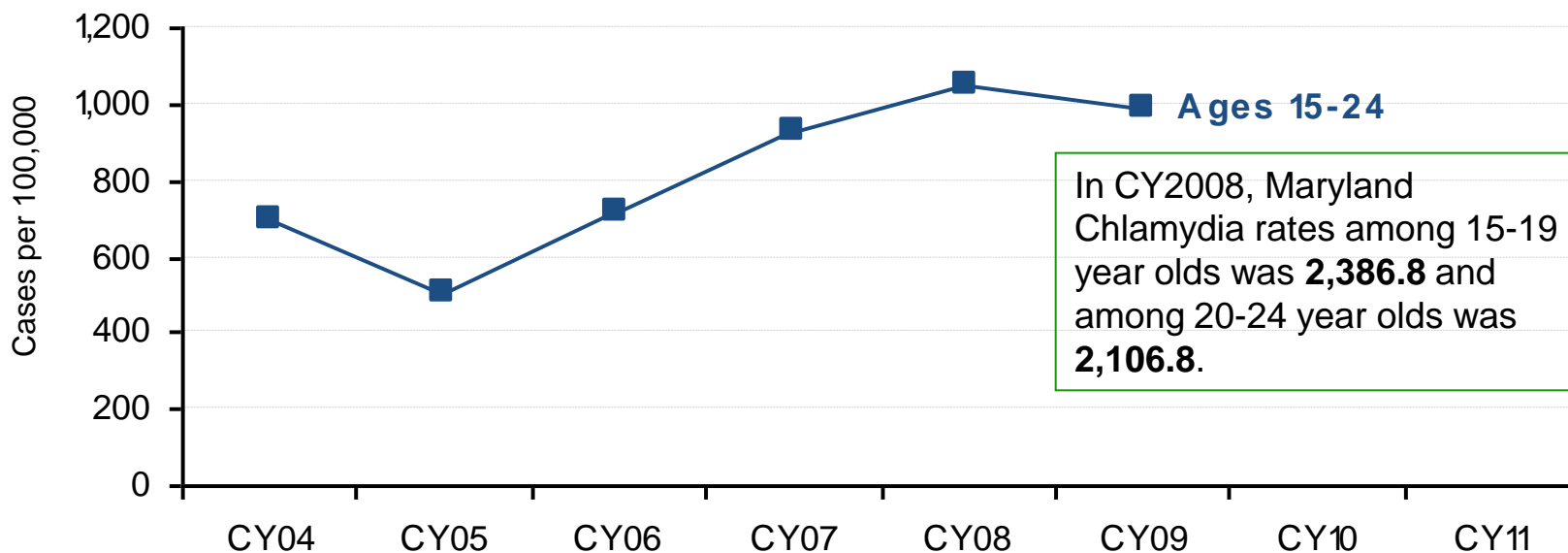
	CY04	CY05	CY06	CY07	CY08	CY09*
Total clients	93	81	62	82	88	66
Clients successfully completing treatment	86	75	60	74	77	61
Percent	92%	93%	97%	90%	88%	92%

In CY09, there were 70 clients, and 4 of those clients needed to continue treatment into CY10. Two clients who died of complications of TB and other conditions before treatment was completed, and 3 patients died in hospitals and were diagnosed with TB on autopsy. There were an additional 7 clients placed on Not Direct Observed Therapy (NDOT) and were provided medication therapy to self-administer with close monitoring.



Headline Measure: Communicable Diseases Control (1 of 2)

New cases of Chlamydia per 100,000 population in Montgomery County (Ages 15-24)



	CY04	CY05	CY06	CY07	CY08	CY09	CY10	CY11	CY12
15-24	696.9	502.2	712.6	930.2	1,052.0	990.6			

DHHS chooses not to estimate or project because of uncertainty over when case numbers will begin to fall as a result of decreased exposure to the disease resulting from such program activities as community education, screening, and partner notification.



Headline Measure: Communicable Diseases Control (2 of 2)

New cases of Chlamydia per 100,000 population in Montgomery County (Ages 15-24)

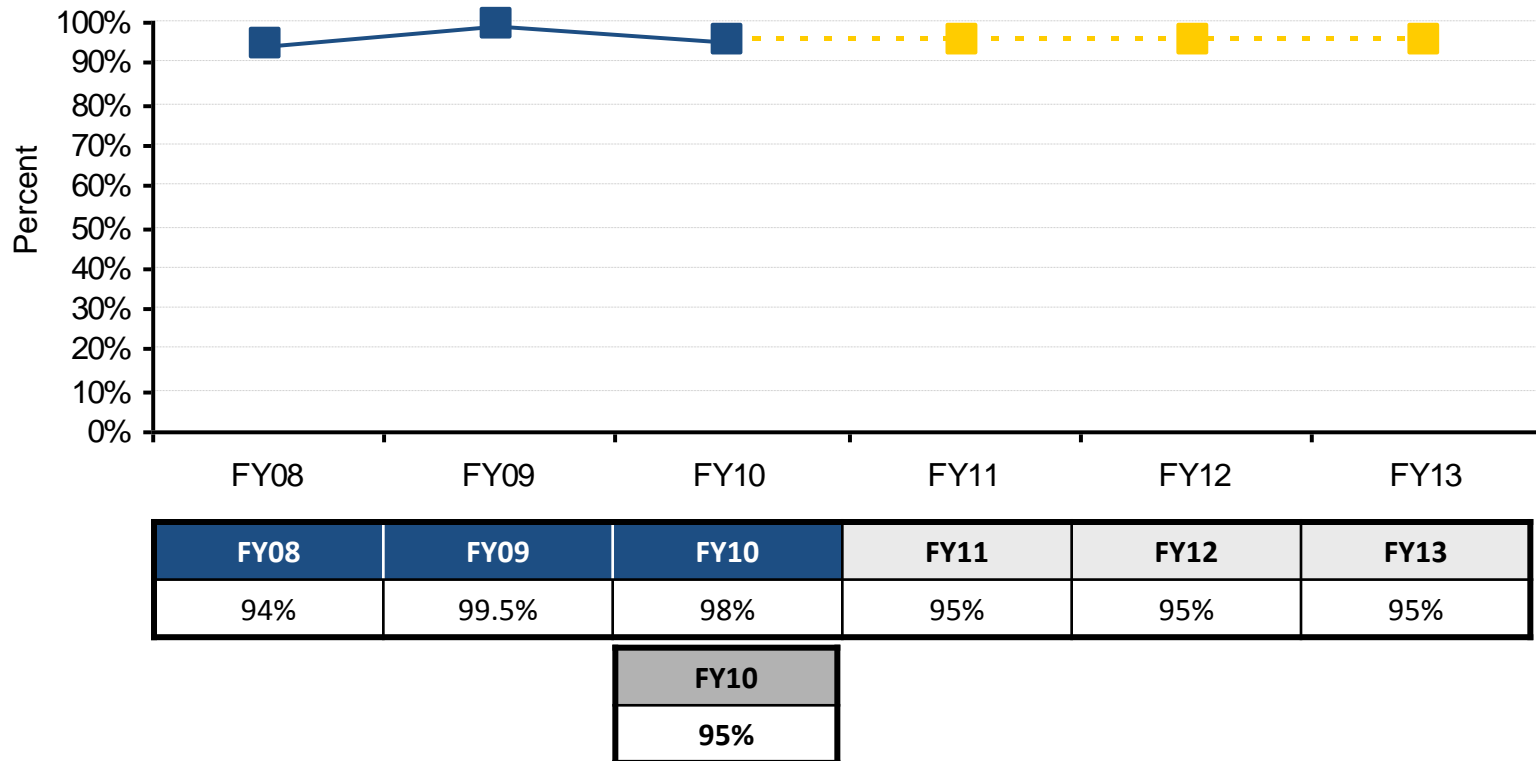
	CY04	CY05	CY06	CY07	CY08	CY09	CY10	CY11	CY13
Ages 15-24	696.9	502.2	712.6	930.2	1,052.0	990.6			
Percent Change		-27%	42%	30%	13%	-6%			
Ages 25-34	254	169.3	305.4	411.2	488.4	410.2			
Ages 35+	20.9	15.6	21.2	24.8	32.0	33.7			
All Ages 15 Years and Older*	156.5	112.4	169.4	223.0	256.4	244.8			

Rates were revised in 2010 to reflect the population is not all ages, but rather all ages 15 years and older.



Headline Measure: Housing Services (1 of 2)

Percentage of households remaining housed at least 12 months after placement in permanent supportive housing



Montgomery County's had permanent supportive housing retention rate of 98% in FY10. This greatly exceeds retention rates demonstrated in a number of studies, typically 85% to 90%.



Headline Measure: Housing Services (2 of 2)

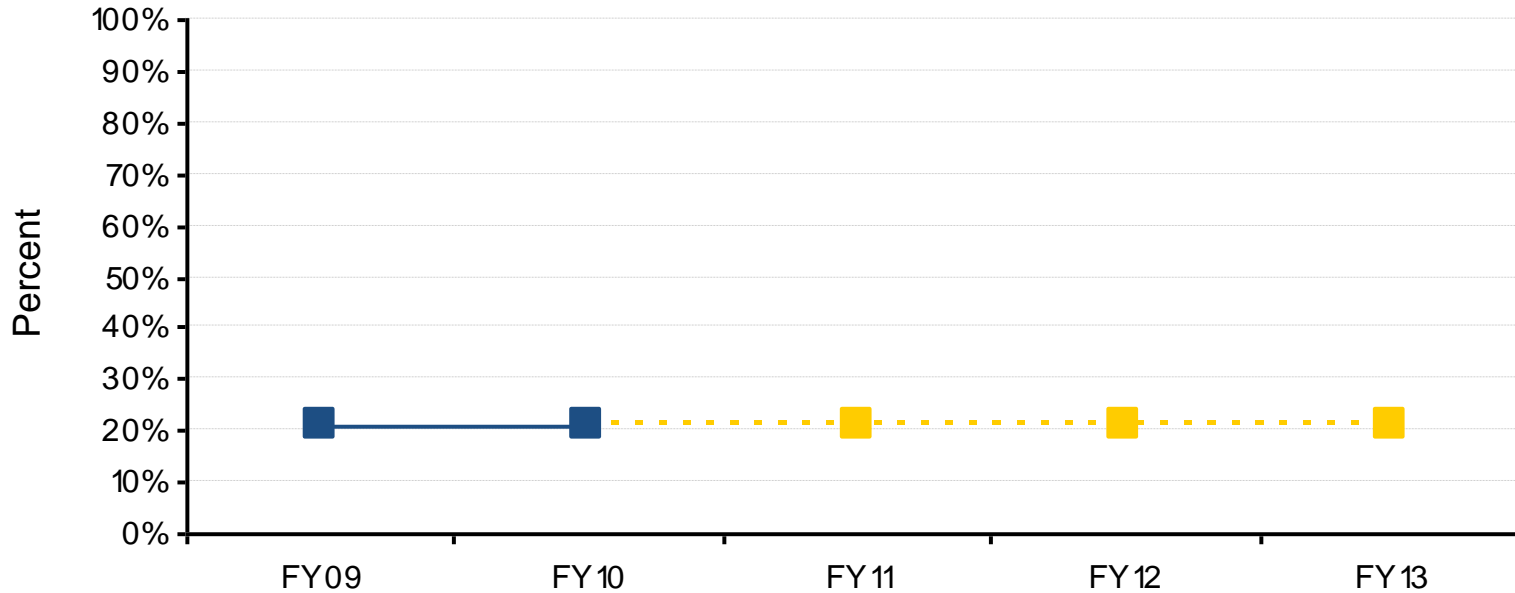
Percentage of households remaining housed at least 12 months after placement in permanent supportive housing

People Living in Permanent Supportive Housing	FY08	FY09	FY10
Single Adults	268	345	442
Families	145	186	292



Headline Measure: Housing Services (1 of 2)

Percentage of households that received emergency financial assistance that sought additional assistance for housing stabilization within 12 months



FY08	FY09	FY10	FY11	FY12	FY13
Under Construction	21%	21%	21%	21%	21%

FY10
21%



Headline Measure: Housing Services (1 of 2)

Percentage of households that received emergency financial assistance that sought additional assistance for housing stabilization within 12 months

Emergency Assistance	FY08	FY09	FY10
Applications for Assistance	7,312	7,607	8,094
Total Grants Provided	5,844	6,791	6,313



Tracking Our Progress

- **Meeting Goals:**
 - Determine the impact of HHS's work on headline measures and establish new performance expectations and goals
- **How will we measure success**
 - Department meets or exceeds projected performance



Wrap-up

- Items for follow-up



Appendix: DHHS Follow-up Items

From 12/11/2009 CountyStat meeting:

Complete

Provide additional data/information

- Provide drill down data for program level measures included in the roll-up of headline measure: "Direct DHHS Services".

Complete

- Revise headline measure: "Housing Services: Percentage of households that received emergency financial assistance for housing stabilization within 12 months" to include contextual data (i.e. number of clients served).

Complete

Change performance measure

- Revise headline measure: "Contracted Services Performance Measurement" to quantify the percent of total HHS contracts that include performance measures.

Complete

Benchmark measure

- Benchmark headline measure: "Juvenile Justice Assessments, Screenings, and Referrals" against counties with similar programs.

Complete

- Benchmark headline measure: "Employment related Services" with comparable regional or national programs.

Complete

Submit documents

- Submit departmental performance plan for web posting.



Appendix

Headline Measure: HHS Customer Satisfaction *New* (1 of 3)

Programs contributing data used in the calculation of the Headline Measure, by Overall Score

Service Area	Program	Survey Questions Applicable to Composite Measure	Overall Result	# served
ADS	Adult Foster Care	Overall	100%	160
BHCS	Behavioral Health Access to Care	ALL	100%	2,400
CYFS	Child Link	Needs Addressed, Overall	100%	2,027
OCA	African American Health Program – Diabetes Ed.	Overall	100%	128
PHS	School-based Health and Wellness Centers	Timeliness, Politeness, Overall	100%	3,501
PHS	H1N1 Vaccinations	Overall	100%	4,763
PHS	Environmental Health	ALL	100%	400
ADS	In Home Aide Service	Overall	99%	450
BHCS	Child and Adolescent Services	ALL	97%	221



Headline Measure: HHS Customer Satisfaction **New** (2 of 3)

Programs contributing data used in the calculation of the Headline Measure, by Overall Score (continued)

Service Area	Program	Survey Questions Applicable to Composite Measure	Overall Result	# served
BHCS	Jail Addiction Services	ALL	97%	348
CYFS	Linkages to Learning	Needs Addressed, Overall	97%	1,511
ADS	Respite Care	Overall	96%	1505
BHCS	Adult Behavioral Health	ALL	93%	362
BHCS	Urine Monitoring Program	ALL	91%	4,500
ADS	Aging and Disability Resources Unit	Overall	91%	22,483
CYFS	Child Care Subsidy Program	Timeliness, Overall	89%	2,349
BHCS	Community Re-entry Services	ALL	88%	457
ADS	Adult Protective Services	Overall	76%	570



Headline Measure: HHS Customer Satisfaction **New** (3 of 3)

Programs contributing data used in the calculation of the Headline Measure, by Overall Score
(continued)

Service Area	Program	Survey Questions Applicable to Composite Measure	Overall Result	# served
BHCS	Crisis Center*	ALL	N/A	3,377
BHCS	Medication Assisted Treatment	Needs addressed, timeliness, respect, overall	47%	128
CYFS	Early Childhood Mental Health	Needs Addressed	N/A	81
CYFS	SASCA & Juvenile Justice Case Management	Needs Addressed, Timeliness, Respect	N/A	1,298

*Crisis Center results not used in composite due to extremely low number of responses.



Headline Measure: Direct DHHS Services

Part 1 – Quantitative Component

Quantitative Component: Programs contributing data used in the calculation of the Headline Measure, and the domain(s)* in which the data were applied

Aging and Disability Services

Program Element	BENEFICIAL IMPACT OUTCOME MEASURES	FY06	FY07	FY08	FY09	FY10	Domain	# served (FY10)
Case Management	% of clients who avoid institutional placement after receiving case management services	N/A	N/A	92	92	95	GI	1,621
Developmental Disabilities Supplement - Resident and Day Services	% of adults with developmental disabilities provided community living services who remain at the same level of independence after receiving support services.	96	97	96	95	94	GI	2,595
In-Home Aide Services	% of customers with no unmet personal care needs	95	94	96	95	95	GI	451

*DOMAINS:

GI – Greater Independence

IH – Improved Health

RM – Risk Mitigation



Source: DHHS

Headline Measure: Direct DHHS Services

Part 1 – Quantitative Component

Quantitative Component: Programs contributing data used in the calculation of the Headline Measure, and the domain(s) in which the data were applied

Behavioral Health and Crisis Services

Program Element	BENEFICIAL IMPACT OUTCOME MEASURES	FY06	FY07	FY08	FY09	FY10	Domain	# served (FY10)
Adult Behavioral Health Program	% of clients showing improvement in functioning and decreased symptoms - therapist rating	92	89	77	83	81	GI and IH	375
Adult Behavioral Health Program.	% of clients showing improvement in functioning and decreased symptoms - symptoms list	84	66	79	81	83	GI and IH	375
Child and Adolescent Mental Health Services	% of clients who meet their treatment goals at the time of discharge	100	90	90	71	71	GI and IH	443
Crisis Center	% of patients receiving crisis stabilization services who experience a reduction in symptoms	N/A	75	75	60	79	RM	147
Outpatient Addiction Services	% of clients successfully discharged from treatment	9	35	35	30	37	GI and IH	442



Source: DHHS

Headline Measure: Direct DHHS Services

Part 1 – Quantitative Component

Quantitative Component: Programs contributing data used in the calculation of the Headline Measure, and the domain(s) in which the data were applied

Children, Youth and Family Services

Program Element	BENEFICIAL IMPACT OUTCOME MEASURES	FY06	FY07	FY08	FY09	FY10	Domain	# served (FY10)
Child Welfare Services	% of families receiving in-home services who do not have a child protective service investigation with an abuse or neglect finding within one year after receiving services		98	96.5	95	98	RM	420
Child Welfare Services	% of abused or neglected children in out of home placements whose adoption occurs within 24 months		9	30.4	16	29	RM	34
Linkages to Learning	% of students receiving mental health services who maintain or improve classroom conduct per teacher report			84	81	79	RM/GI	1,025



Source: DHHS

Headline Measure: Direct DHHS Services

Part 1 – Quantitative Component

Quantitative Component: Programs contributing data used in the calculation of the Headline Measure, and the domain(s) in which the data were applied

Public Health Services

Program Element	BENEFICIAL IMPACT OUTCOME MEASURES	FY06	FY07	FY08	FY09	FY10	Domain	# served (FY10)
Montgomery Cares	% of low income uninsured County adults who received primary care at one of the participating clinics	15	16.2	20.9	26	26	IH	26,268
Women's Health Services	% of healthy birth weight babies born to pregnant women enrolled in the Maternity Partnership Program	94	95	94	94	93	IH	1,999
School-based Health Centers	% of elementary Care for Kids School Based Health Center enrolled students having an annual comprehensive physical exam	95	94	94	94	95	IH	437
Foodborne Diseases and Illnesses	% of food service facilities not having a critical violation upon routine inspection	81	75	80	65	77	IH	3,538



Source: DHHS

Headline Measure: Direct DHHS Services

Part 1 – Quantitative Component

Quantitative Component: Programs contributing data used in the calculation of the Headline Measure, and the domain(s) in which the data were applied

Office of Community Affairs

Program Element	BENEFICIAL IMPACT OUTCOME MEASURES	FY06	FY07	FY08	FY09	FY10	Domain	# served (FY10)
African-American Health Program	% of African Americans who demonstrate an increase in knowledge after taking diabetes education classes	91	N/A	86	100	83	GI and IH	105
Asian American Health Initiative	% of individuals who accessed services as a result of contacting the AAHI Patient Navigator Multilingual Line	N/A	N/A	TBD	60	76	IH	7,329
Latino Health Initiative	% of changes in health behaviors as a result of the Latino Youth Wellness Program	29.5	38.7	26.9	32	28	RM and IH	768



Headline Measure: Direct DHHS Services

Part 1 – Quantitative Component

Quantitative Component: Programs contributing data used in the calculation of the Headline Measure, and the domain(s) in which the data were applied

Office of Community Affairs (continued)

Program Element	BENEFICIAL IMPACT OUTCOME MEASURES	FY06	FY07	FY08	FY09	FY10	Domain	# served (FY10)
Latino Health Initiative	% of parents who felt fairly and very sure on their ability to manage their children's asthma (self-efficacy)	N/A	N/A	N/A	N/A	45	RM and IH	390
Latino Health Initiative	% decrease of reported emergency department visits due to asthma	N/A	N/A	N/A	N/A	30	RM and IH	390
Latino Health Initiative	% of individuals who accessed services as a result of contacting the Latino Health Initiative bilingual information line	88	86.6	85	82	75	IH	8,357



Headline Measure: Direct DHHS Services

Part 1 – Quantitative Component

Quantitative Component: Programs contributing data used in the calculation of the Headline Measure, and the domain(s) in which the data were applied

Special Needs Housing

Program Element	BENEFICIAL IMPACT OUTCOME MEASURES	FY06	FY07	FY08	FY09	FY10	Domain	# served (FY10)
Shelter Services	% of homeless single adults placed in transitional shelters who graduate to independent housing	68	43	36	65	60	GI	388
Shelter Services	% of homeless families who move to more stable housing after leaving emergency shelter	66	47	40	61	85	GI	652

